

FIGURE 1

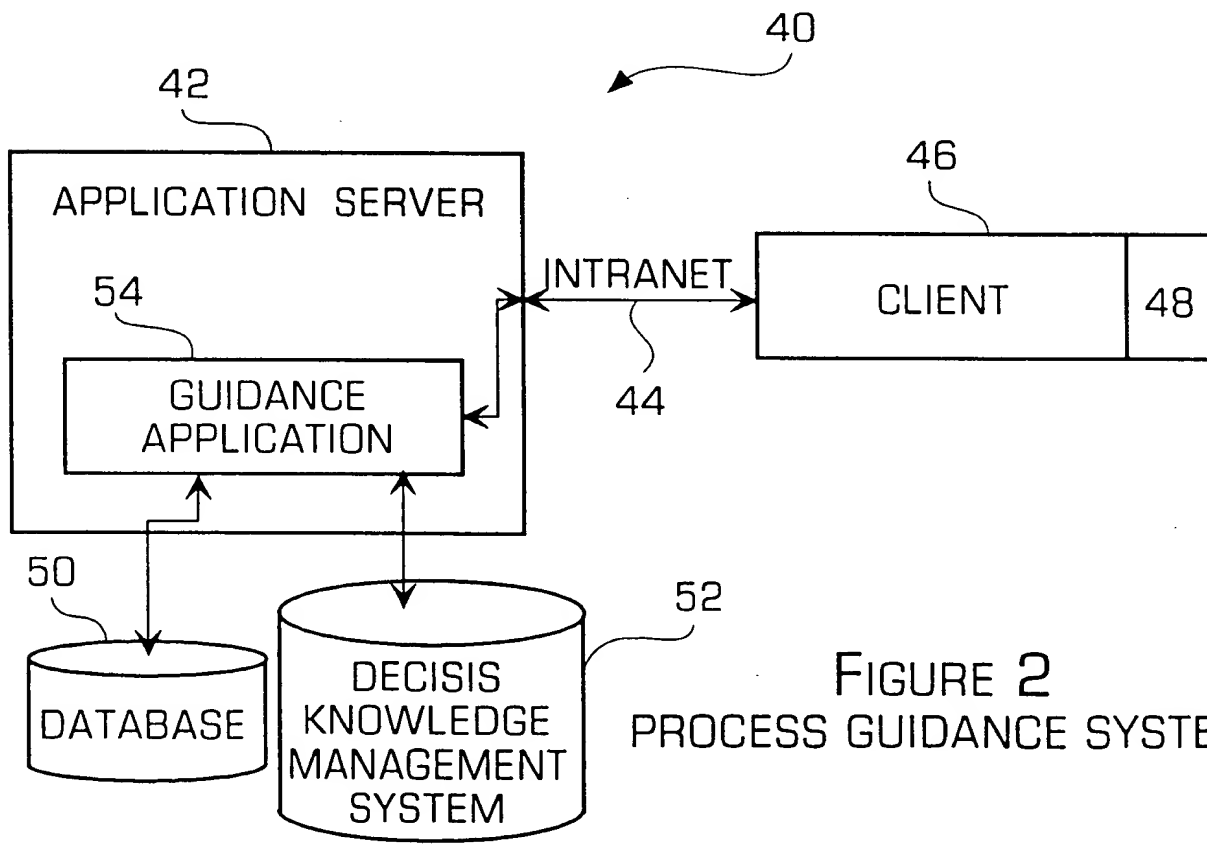


FIGURE 2
PROCESS GUIDANCE SYSTEM

DATABASE SERVERS

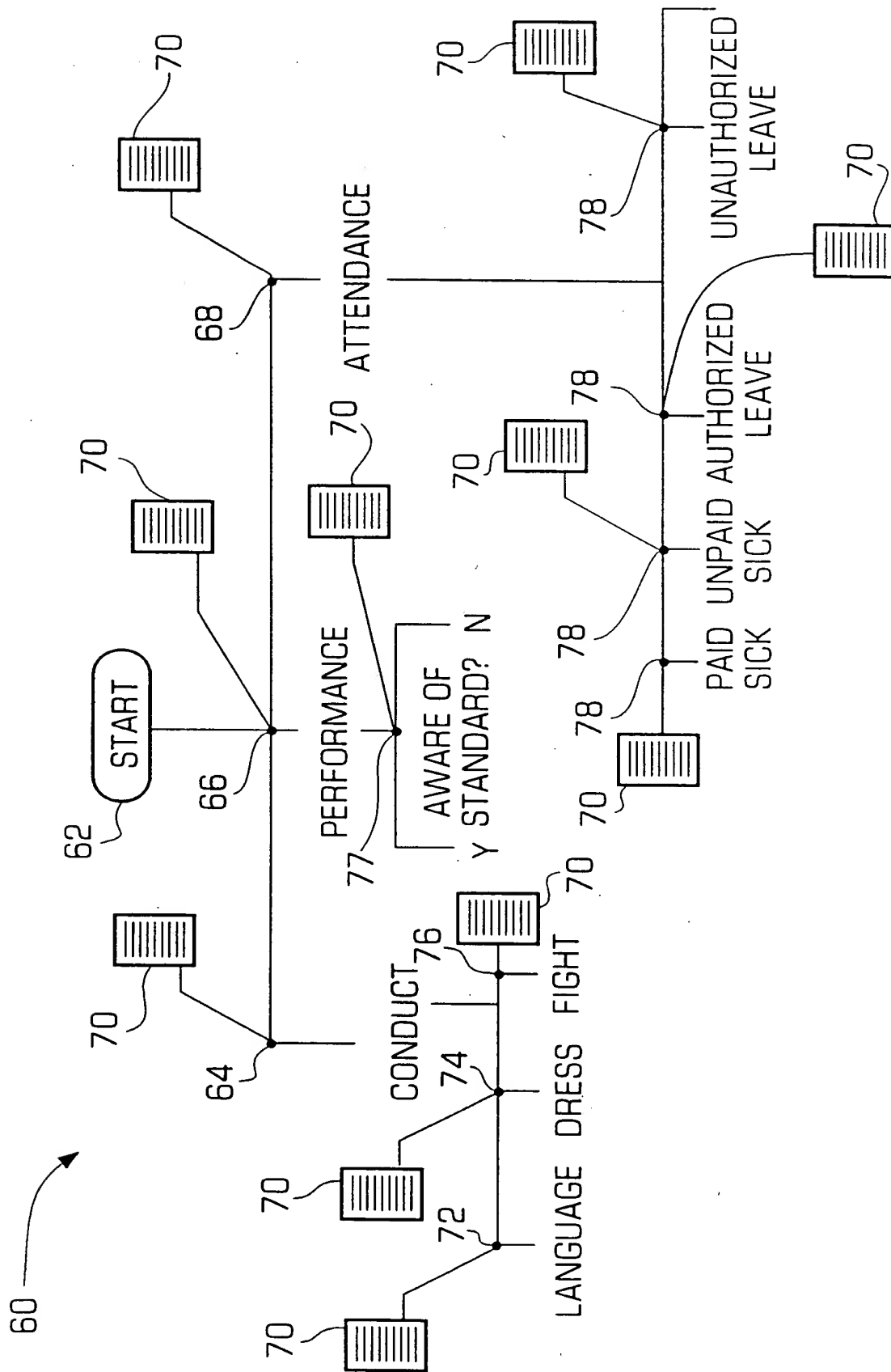


FIGURE 3

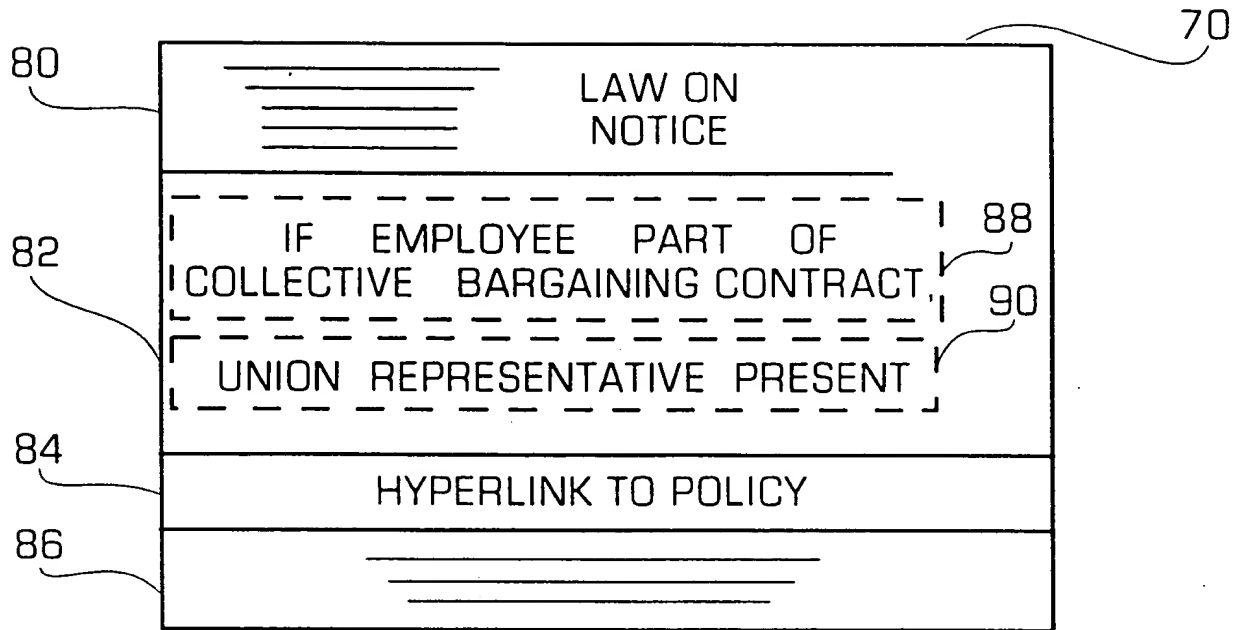


FIGURE 4

FAMILY MEDICAL LEAVE ACT

100

102

	>1250	WHO SICK	HOW LONG		
FED LAW				X-NO	
STATE LAW					X-ALLOW
COMPANY POLICY		X-NO			
COLLECTIVE BARGAINING CONTRACT		X			

101

MOST DISCRIMINATORY → LEAST DISCRIMINATORY

FIGURE 5

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ATTENDANCE MANAGEMENT SAMPLE SCREEN #1

120

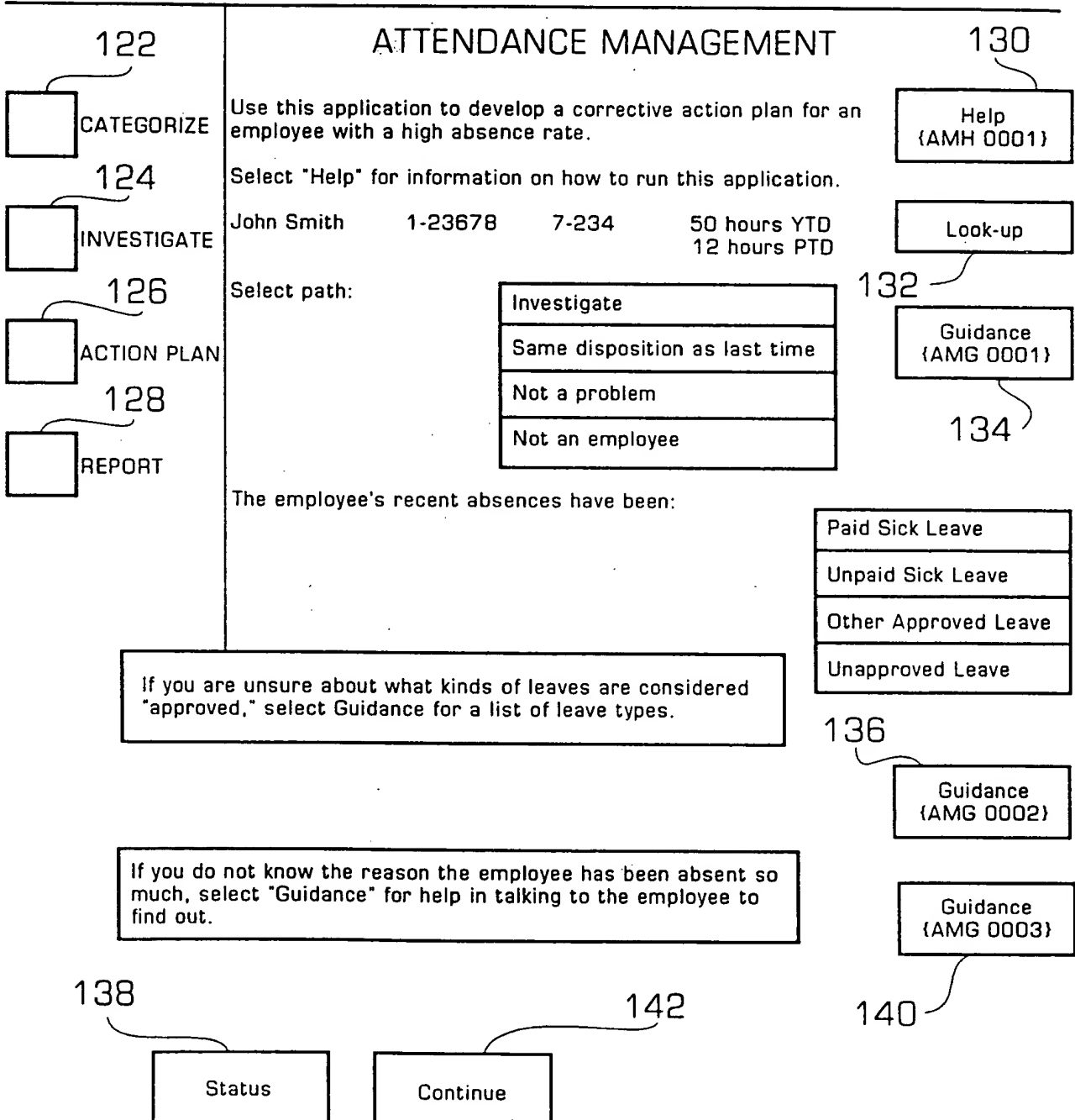


FIGURE 6

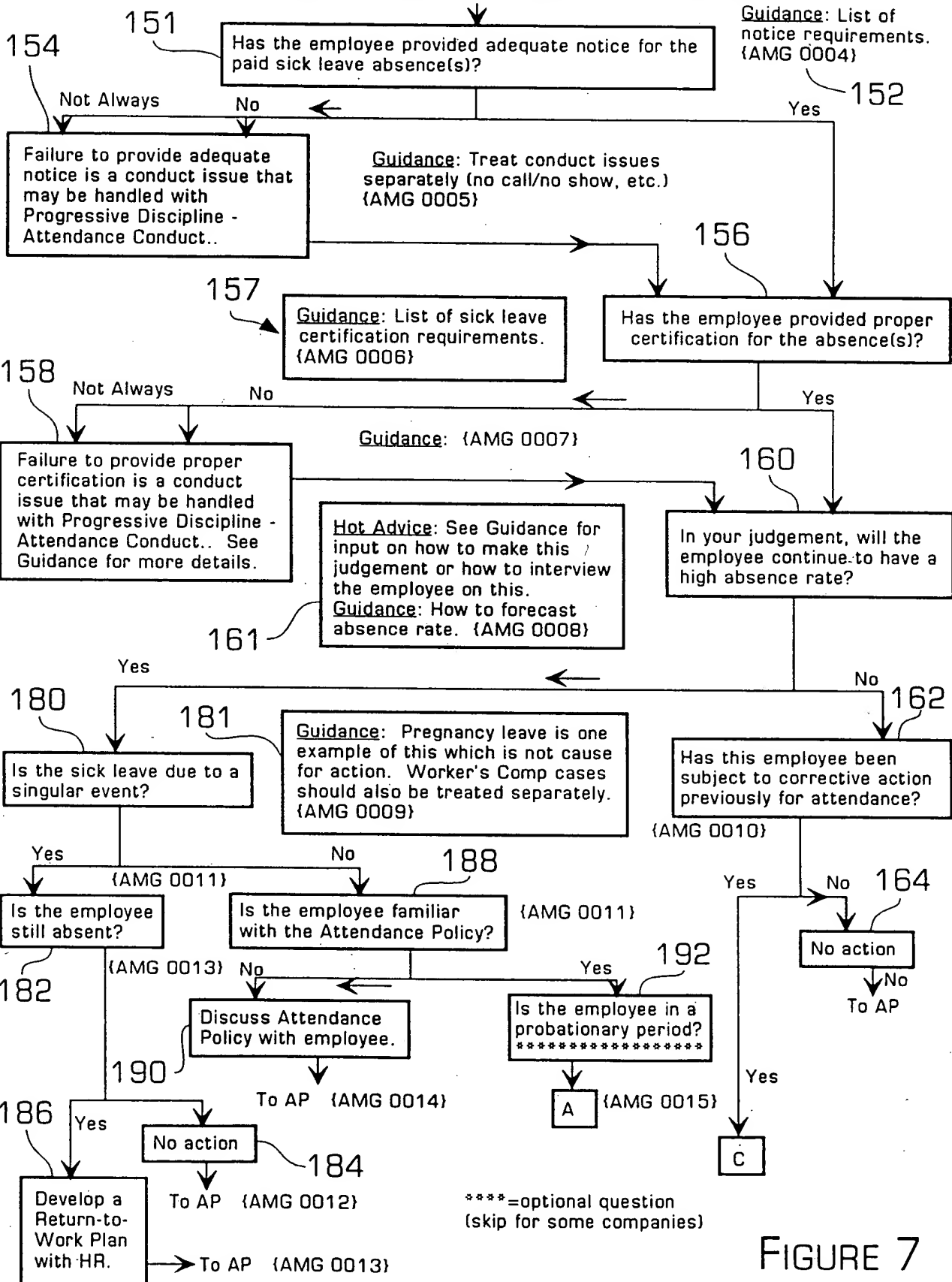


FIGURE 7

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Page 2
Attendance Management
Investigate Paid Sick Leave Absence(s), Cont.

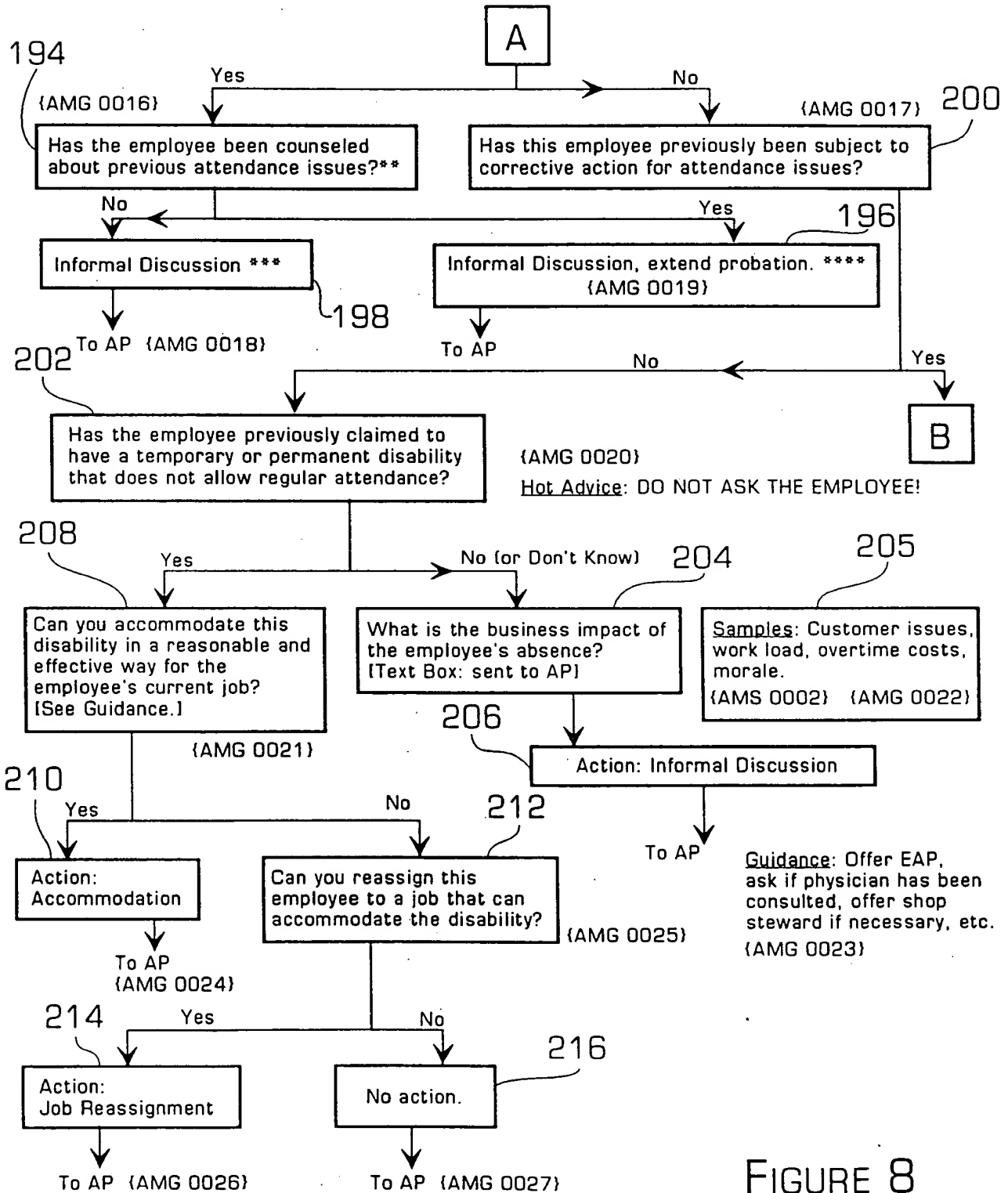


FIGURE 8

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Page 3

Attendance Management
Investigate Paid Sick Leave Absence(s), Cont.

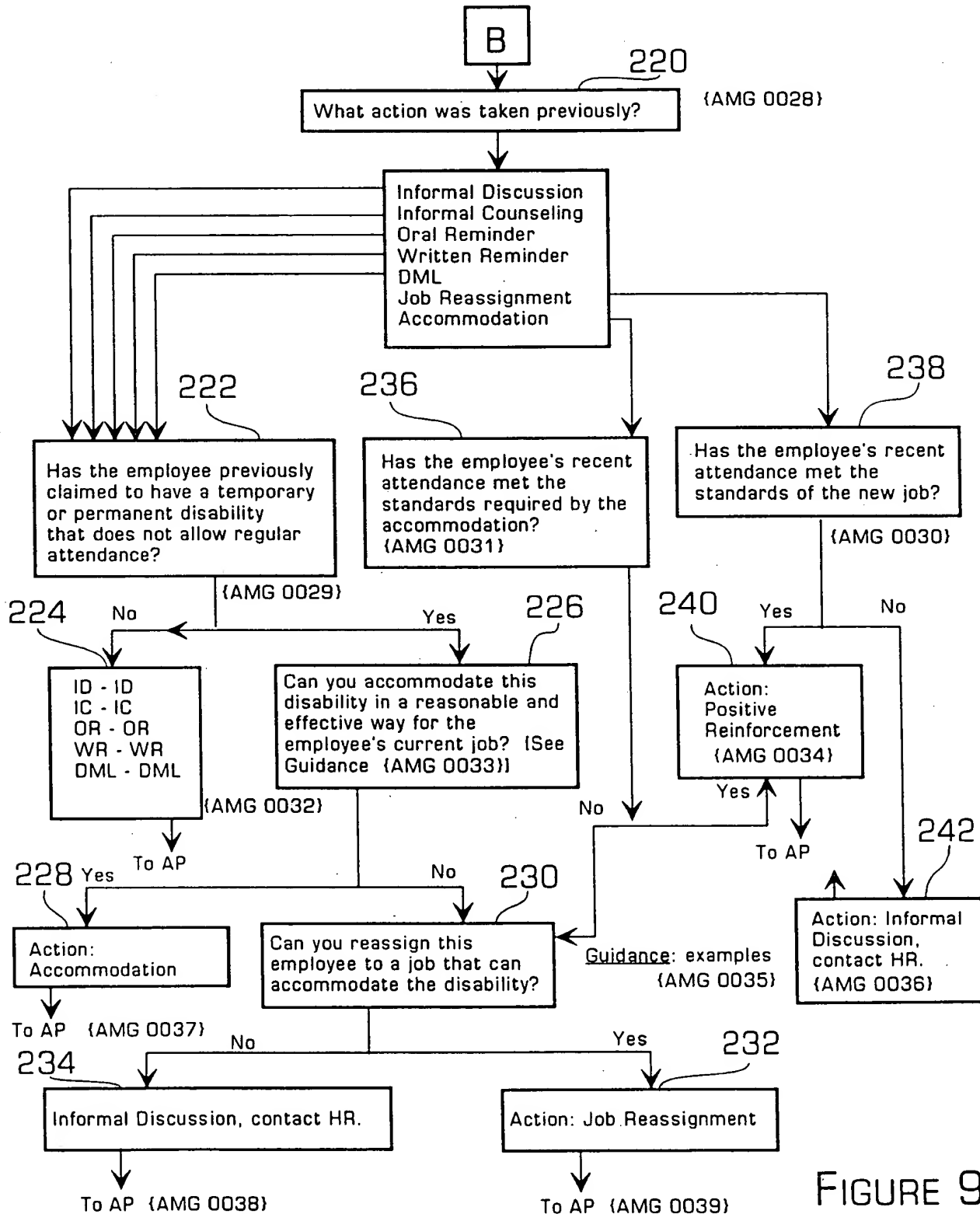


FIGURE 9

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Page 4

Attendance Management Investigate Paid Sick Leave Absence(s), Cont.

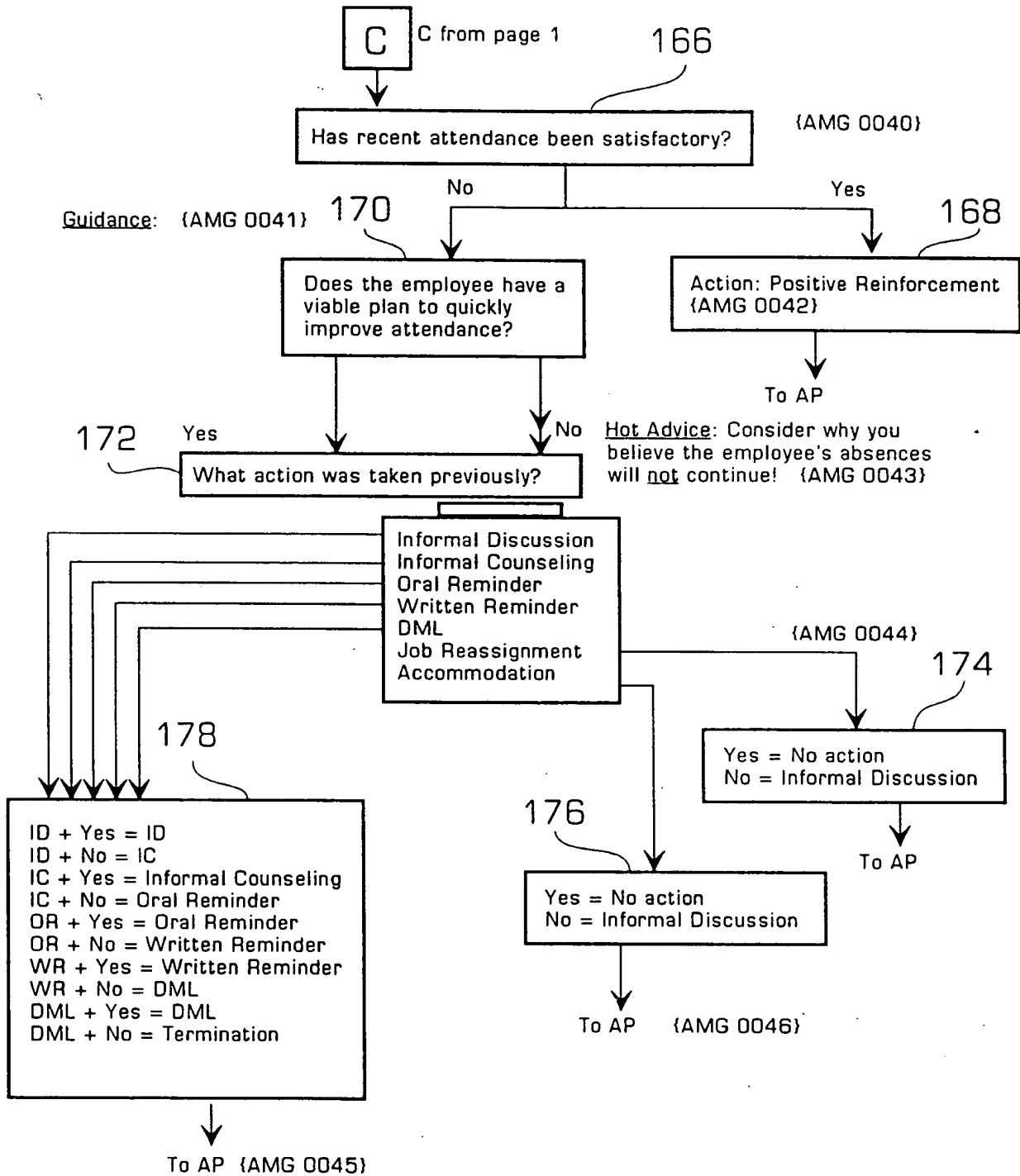


FIGURE 10

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ATTENDANCE MANAGEMENT

ACTION PLAN

From "AP" arrows in Investigate Task

552

The Disposition at present is: [Show current disposition].
Do you want to override this? (Select "Guidance" to
evaluate plan.)

{AMG 0064}

Yes

No

554

Describe how you want to disposition
this case: [Text Box]

{AMG 0065}

556

Select "Continue" to
review Disposition
Report, and then SAVE it
locally on your machine.

{AMG 0066}

558

If you have more flagged
employees to handle, start
again at the Manager's
Desktop.

Status

Continue

FIGURE 11

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ATTENDANCE MANAGEMENT
Examples of Disposition Reports
[Separate report for each flagged employee]

Disposition Report
10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>
Jane Doe	2-55456	7-234	240 hrs YTD 160 hrs PTD	Not a problem

602

Disposition Report
10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>
Fred Klutz	1-33900	7-223	45 hrs YTD 40 hrs PTD	Not my employee

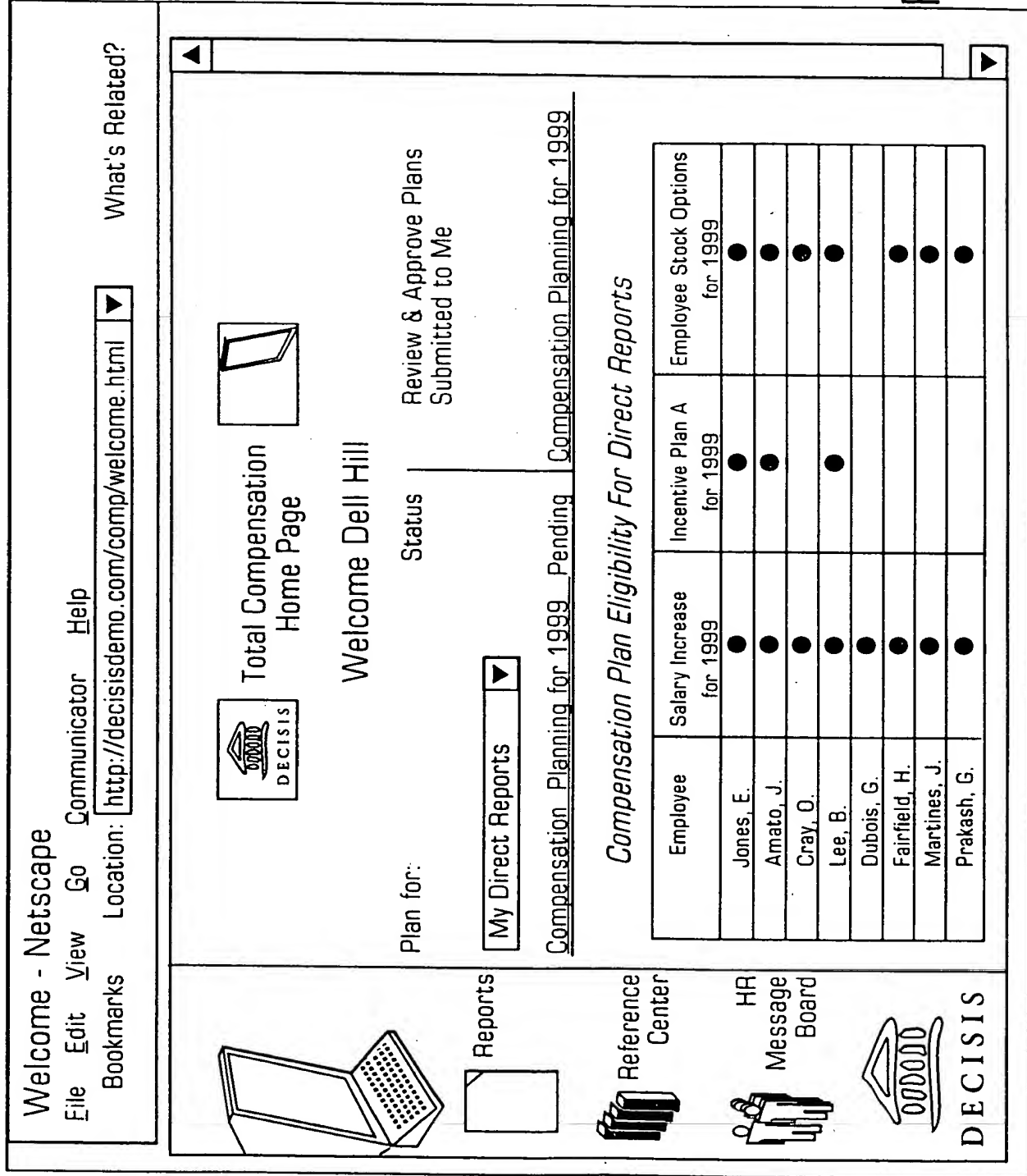
604

Disposition Report
10/14/97

<u>Employee</u>	<u>#</u>	<u>Org</u>	<u>Absence</u>	<u>Disposition</u>
John Smith	1-23678	7-234	50 hrs YTD 12 hrs PTD	Primarily excused absence Proper notice Proper certification Absence will continue Not a singular event Familiar with Attendance Policy Not a probationary employee No prior action No Disability Business impact: "Morale of group is affected, customers dissatisfied." Action Plan: Informal Counseling Override: "I do not plan to take any action."

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FIGURE 12



COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

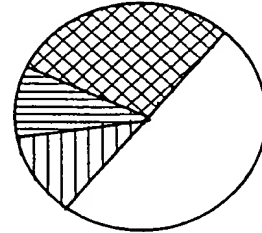
1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust

Enter employee's new performance rating:

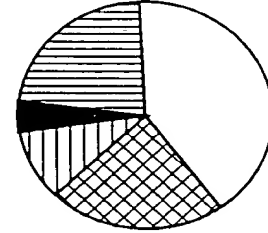
!	Employee	Prev. Perf. Rating	New Perf. Rating
<input type="checkbox"/>	Jones, E.	Excellent	Excellent
<input type="checkbox"/>	Martinez, J.	Excellent	Exceeds
<input type="checkbox"/>	Lee, B.	Excellent	Exceeds
<input type="checkbox"/>	Dubois, G.	Exceeds	Exceeds
<input type="checkbox"/>	Gray, O.	Exceeds	Exceeds
<input type="checkbox"/>	Amato, J.	Exceeds	Exceeds
<input type="checkbox"/>	Prakash, G.	Exceeds	Meets
<input type="checkbox"/>	Johnson, A.	Meets	Meets

Supporting Data and Analytics

Current Distribution



Recommended Distribution



Currency: \$(US)

View Budget: Merit

Total: 30,720.00

Allocated: 43,375.00

Remaining: -12,655.00

670

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678

679

FIGURE 15

COMPENSATION PLANNING - ENG. SALARY FOR 1999

File Edit Tools Windows Help

1. Rate Employees 2. Plan Employee Salary 3. Plan Employee Bonus 4. Plan Employee Stock 5. Review & Adjust

Jones, E. [Prev] [Next]

Exceptions:
! Below Job Minimum
! Hi Performer Low salary

Notes:

Enter employee's salary increase(s) as a dollar amount or percent of base salary. For promotions enter new job code and effective date:
Current Salary: \$50,000.00

Incr. % or Incr. \$

Merit Increase: 6% or \$2760.00

Adjustment: or \$0

Promotion: or \$0

Total Increase: \$2760.00

New Salary: \$52,760.00

New Job Code [] Date []

Supporting Data and Analytics - Jones, E.

Suggested Increase: \$2,760.00 - \$4140.00

Apply Suggested Increase

New Perf. Rating: Exceeds

	8-18%	8-10%	8-9%	8-12%	8-10%	8-10%
Excellent						
Exceeds						
Meets						
Below						
Unacceptable						

Salary Quart. [] Salary Quart. [] Salary Quart. []

Job Max ☐ **Market Reference** ☐ **Job Min** ☒ **Promotion** ☒ **Merit** ☐ **Current Salary** ☒

Salary []

100000
90000
80000
70000
60000
50000
40000

Perf. Rating Distribution

Employee Detail

Group Comparison

Range Pos. by Perf. Rating

Currency: \$(US) **View Budget: Merit** **Total: 30,720.00** **Allocated: 43,375.00** **Remaining: -12,655.00**

672

674

676

COMPENSATION PLANNING - KEY TALENT BONUS FOR 1999

680

File Edit Tools Windows Help

1. Rate Employees
2. Plan Employee Salary
3. Plan Employee Bonus
4. Plan Employee Stock
5. Review & Adjust

Enter employee's target bonus payout as a percent of base salary:

Target %	Salary	Target \$
<input type="text" value="25%"/>	\$50,000.00	12,500.00

Sensitivity Analysis
Payout based on the following assumptions:

	Weight	Assumption	Bonus \$
Individual Performance	30%	<input type="text" value="Meets"/>	\$3,750.00
Company Performance	70%	<input type="text" value="100%"/>	\$8,750.00
Total	100%		\$12,500.00

Jones, E.

Exceptions:

! Bonus exceeds guidelines

Notes:

Supporting Data and Analytics - Jones, E.

Suggested Target Bonus

Grade	Suggested Target
9	15-25%
8	10 - 15%
7	10-20%
6	5-15%
5	5-15%

Currency: \$(US)

View Budget

Bonus

Total: 30,720.00

Allocated: 43,375.00

Remaining: -12,655.00

FIGURE 16

690

678

679

FIGURE 17

COMPENSATION PLANNING - EMPLOYEE STOCK FOR 1999

File

Edit

Tools

Windows

Help

1. Rate Employees

2. Plan Employee Salary

3. Plan Employee Bonus

4. Plan Employee Stock

5. Review & Adjust

Enter employee's stock grant:

Number of Shares	Recent Price	Grant Value
<input type="text" value="850"/>	\$12	\$10,200.00

Exceptions:

! Grant exceeds guidelines

Notes:

Prev

Next

Jones, E.

Supporting Data and Analytics - Jones, E.

100000

90000

80000

70000

60000

50000

40000

☐ Stock Grant
 ☒ Current Salary

Stock

Suggested Stock Grant

Grade	Suggested Number of Shares
9	<input type="text" value="800-900"/>
8	<input type="text" value="700-800"/>
7	<input type="text" value="600-700"/>
6	<input type="text" value="500-600"/>
5	<input type="text" value="400-500"/>

Employee Detail

Group Comparison

Units: Shares

View Budget:

Stock

Total: 5,000

Allocated: 5,500

Remaining: -500

672

674

676

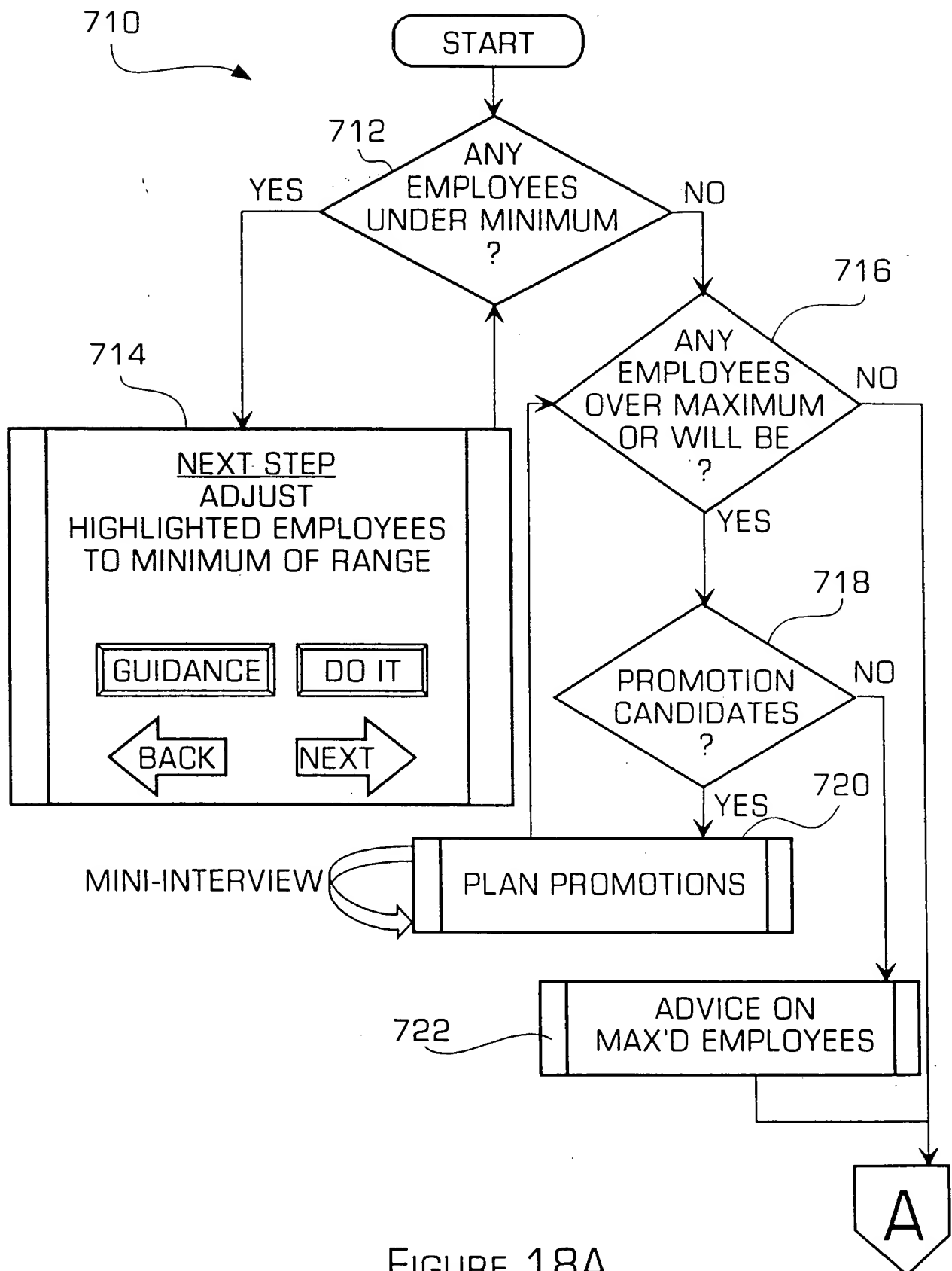


FIGURE 18A

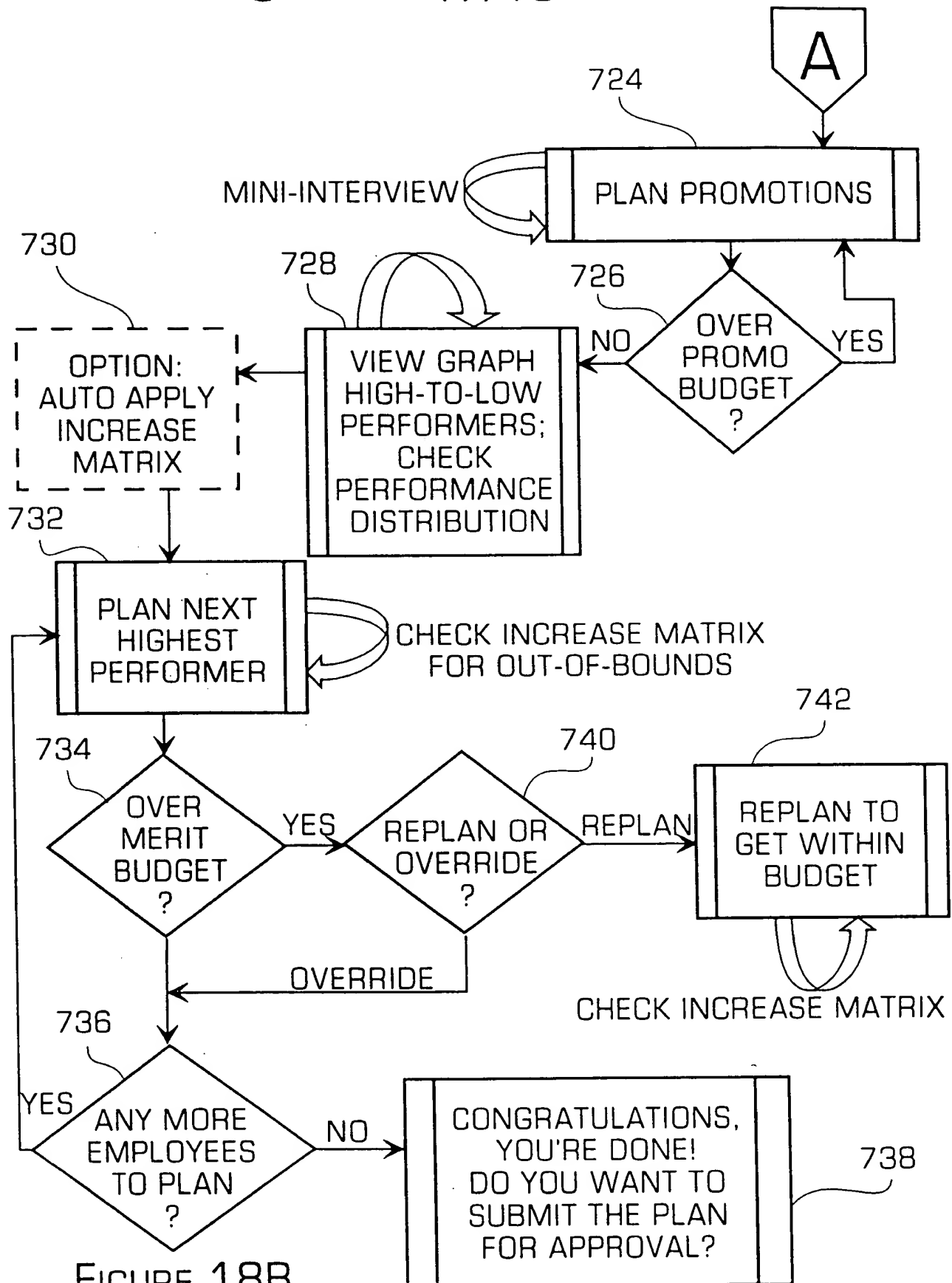


FIGURE 18B

GUIDANCE FOR STACK RANKING OPTION

"Stack ranking" is defined as a 1 - n ranking of employees based on their performance against their job description. It is not meant to be a ranking of their value to the company (that kind of ranking is sometimes called a "reverse layoff" list). Thus a junior engineer could be ranked higher than a senior engineer simply by virtue of doing his/her job better. Junior level employees who are ranked very high in their grade are often candidates for promotion to the next level in that job family (i.e., it is time to make their job more difficult). This usually results in them having a lower stack ranking and a lower performance rating in the next planning session.

If you have employees in different salary ranges or grades, then you can first do the ranking within each grade. Then in order to merge the ranking into one overall list for your group, use the technique illustrated by this example:

E10 Employees: 1. Karen Feiding 2. Fred Klutz 3. Joe Smith 4. Irving Fazola 5. Jane Doe	E09 Employees: 1. Sam Spade 2. George Gap 3. Susie Emblem 4. Roberto Cruz	E08 Employees: 1. Fannie Farmer 2. Jim Keiper 3. Allan Jones 4. Anna Storm 5. Evan White 6. Bill Baker 7. Lavon Larue
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To start the merge process on these lists, you choose which employee is the number one overall employee in how well they do their job. Obviously, the only candidates for this honor are the three employees who rank at the top of their respective grade ranking. In this case, the candidates for #1 overall are Karen Feiding, Sam Spade, and Fannie Farmer. So let's say you pick Fannie Farmer as the best at their job of those three. That puts Fannie on top of the overall stack ranking list. Then you pick the employee who ranks second overall. The candidates are Karen, Sam, and Jim Keiper because Fannie is already placed. Continue in this manner until you have a total merged list from 1 - n.

FIGURE 19

